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Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training

DATE: 17 April 1958

FROM : C/Junior Officer Training Program/TR

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A. SIGNIFICANT ITEMSDate: 17 March 1978

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1. For the record, I wish to report an item which has been given DTR verbally. When each candidate for the Program who has been cleared Top Secret and brought to Washington for pre-employment polygraph has completed his interview, he reports to C/JOTP for a final briefing on what will be expected of him if he is finally selected for the Program, in order that there may be no misunderstanding of conditions and requirements under which he will work. A rundown on the points covered is attached. We feel that if a candidate accepts appointment after this discussion, he is as fully prepared for the Program as we can make him within the limits of Security restrictions.

B. NORMAL ACTIVITIES

1. Placement for on-the-desk training of those who completed OFC #13 is progressing in the usual pattern. We feel that we have been able to give the supervisors rather more information about each individual's characteristics and capabilities than heretofore largely because of the unusually perceptive analysis provided by

last days of the course. The weaknesses and strengths of each JOT were well defined. Not a little time on Monday and Tuesday of this week has been devoted to a discussion with the JOT's themselves of the findings reported. We believe that they will enter their on-the-desk training experience with the best preparation of any group from OFC. As usual, the cooperation of our friends in SR, FE, and SE has been outstanding. EE has a complicated procedure which delays matters considerably. WE and WH do not offer as many good opportunities for early overseas experience as the others, so that we are doing somewhat less business with them than the more active components. IO continues to be "on the make" but always glad to have a JOT. in OCI has been very helpful.

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It has been agreed that when a JOT is transferred permanently to an office in the DDP, the Chairman of the "C" Panel will be informed. Recently, the Director of Personnel has been studying the 201 files of former JOT's and finds that they are not as complete as he would like. This condition exists to a certain degree throughout the Agency. It applies particularly to our OCS officers because under the policy of the Office of Personnel the military files have been kept separate from the 201 files. It has already been reported that the Director of Personnel has stated his intention to follow the progress of JOT's who have been transferred and in so doing is interested in knowing as much of their background, experience, and training as possible.

With the above facts in mind, JOTP has devised and is already putting into effect the following procedure. At the time that the action for transfer is sent to JOTP for concurrence, a resume of the individual's career in the Program will be written for the signature of DTR. This material will then be forwarded with the file to the appropriate Panel and Board in the DDP which review all decisions concerning permanent employment. A copy of this will also be kept with the permanent material retained in JOTP after his file has been cleared. (We preserve the essential material about our "alumni" who are transferred and who leave the Agency for reference believing that it will be helpful at a later date).

This resume will contain an accurate statement of our opinion of the JOT, his development, training, behavior, attitude, personality, and performance as judged by instructors, supervisors, and the JOTP training officer,

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as well as other items of significance. It will in effect "wrap up" his career in the JOTP. We hope that this discriminating report will not only be useful to the Personnel Office in guiding the career of the JOT, but also will bring into focus the success of the methods we use to evaluate, train for, and accomplish appropriate placement of JOT's.

25X1 7. As the result of a meeting with [] of the Medical Office, three candidates, [] were rejected. These were weak cases so that the decision confirmed doubts resulting from interviews and A&E evaluations. Two other cases were put in suspense because of 25X1 uncertainty of the individual about seeking employment, and three were left undecided pending the receipt of additional data. It is worth noting that in the recent meetings with [] no disagreement of significant proportion concerning the desirability of candidates has developed.



12. Interviews were held with 26 JOT's.

13. Eleven candidates were interviewed for the external phase of the Program.

14. Of the eight new files received, an action was requested on one; one was invited to Washington for testing and interviews; two were rejected; field testing was requested on two; and two are being evaluated in JOTP. 25X



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Points Covered in Final Interview with C/JOTP after each candidate has been cleared Top Secret and Given the Pre-Employment Polygraph

1. We are now reviewing all data accumulated during his processing. This is the final interview. I wish him to have absolutely clear understanding of what we expect of him as a JOT.

2. We are now ^{about} ready to make a firm commitment about his employment. (We assume that the poly is clear). We are trying to give as much information about employment as we can. We do not wish him to accept employment unless he can do so wholeheartedly and without reservation of any nature. If he has reservations they should be resolved now. If he accepts employment with reservations, he is making a grave mistake.

3. Although we will do our best to place him on the desk in a position which is appropriate to his abilities, assets, and interests (the success of the Program is the outgrowth of this policy), he must be ready and willing to take any assignment which is in the best interest of the Agency. It is such characteristics which set the JOT's apart and make them especially desirable and impressive.

4. At present the organization of the Program is under review and may be revised. This revision, of course, is in the interests of better training. The contemplated program is somewhat less flexible than the one which we described to him on first interview. For example, it may include being away from Washington, except for weekends, for a period of approximately six months with a one-week break coming twice in this period.

5. Irrespective of his assignment to training courses or on-the-job experience, and irrespective of the attitudes of any other JOT or anyone in his courses, I expect from him his best effort at all times. He is being paid to go to school and to be trained, and it is up to him to earn his pay. Some of the training assignments which he may receive will not be suitable to his interests or aptitudes, and he ~~may~~ even dislike the courses strongly. Nevertheless, I expect top effort. We have several purposes in giving him these courses. We want to see if he can take it; we want to see what he can do best; we wish to let him know what is going on in other components of the Agency than the one to which he will be assigned so that he will know the context within which he is working. If a man does poorly in a course for which he has little aptitude, this fact will not be held against him in matters of promotion or career evaluation, provided we are given reason to believe that he has put his best effort into the job -- but it must be his best effort.

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6. The promotion practices in the JOT Program to date are explained. We cannot guarantee that they will be continued. In all probability promotions will be made less rapidly in the future than in the past. It is, however, based on the merit system. If the JOT does a good job, he can be assured of our backing.

7. During the first year of employment he will be in probationary status, which may be terminated at the will of the Agency without recourse for him. While this action has been necessary in only a very few cases during the history of the Program, the policy is in effect and will be in effect during his first year. Reasons for the termination of his employment could be poor performance, evidence of lack of aptitude for this business (one indication of which would be poor security behavior or practice), reluctance to follow instructions, indifference to the needs of the Agency or to the purposes and the reputation of the Program.

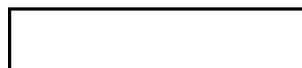
8. This is not ordinary employment but one in which much is expected at all times from highly selected people.

9. He can be sure that if we take him into the Program, we want him and he will have our full support, for as long as he justifies it by his performance.

10. For our purposes it is necessary to know from him

- (a) whether he wishes to accept employment under these conditions,
- (b) when he can EOD, and
- (c) whether or not it is necessary for him to EOD appreciably before the opening of the course in order to earn his living; also that if he requests and is allowed to EOD well before the formal training begins, he may be required to do routine "make work" or, if his language competence justifies it, study a foreign language full time.

11. He will receive word from the Director of Personnel probably within a week. If the results of this over-all review are favorable, arrangements to EOD will be made at that time.



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